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TIPS on Personnel Management

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for SUPERVISORS

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from the Director of Personnel

Carl B Barnes

SEP 18 1962

CURRENT SERIAL RECORDS

U. S. DEPARTMENT OF AGRICULTURE O WASHINGTON 25, D. C.

MAY, 1962

May 1962

NOTE TO SUPERVISORS:

I believe it was Voltaire who said:

"I disapprove of what you say,
but I will defend to the death
your right to say it."

And I constantly hear over the TV the
statement:

"The opinions expressed on this
program do not necessarily rep-
resent the views of this
station."

Thus, armed with the daring expressed by
the first and the protection afforded by
the second, I set before you some views
and opinions that could apply to YOU -
as a SECRETARY SPEAKS TO HER BOSS.....

These views and opinions are the results
of "samplings" made by OP's Secretaries'
Forum, with a few suggestions from OGC
field secretaries who met in Washington
recently, plus some from secretaries
here and there in USDA.

I'm not saying I disapprove of what any
of these secretaries are saying - I say,
merely, that they do not necessarily
represent my own views. But I am saying
that I "will defend to the death" their
right to say them.

Having thus established my point, I
retire to the rear flank and leave the
theatre of battle to you - the bosses -
and your fair combatants - the ladies
who serve you each day as your secre-
taries.

Carl B Barnes

Carl B. Barnes
Director of Personnel



The Boss

PRELUDE

Of all working relationships that exist in an office,
perhaps the one that gets the most wear and tear is
that between a boss and his secretary.

Most of his staff sees the boss only periodically. May-
be once in a work day - very often, not that frequently.
Maybe two or three times a week - maybe only spas-
modically, if he's a busy administrator or staff officer.

But a secretary not only sees her boss every one of
the 5 working days in each week, she has numerous
contacts with him all through each and every one of
those 5 working days in each week.

For this reason, the boss-secretary relationship is
probably the most precarious one in official life. This
constant contact between them means that complete
compatibility must exist. Lacking it, this very delicate
relationship can develop some very serious - and some-
times fatal - "illnesses."

Modern medicine today advocates premedical - or preventive - care.

In other words, "an ounce of prevention is worth a pound of cure."

If this technique works successfully for the human body, why not then for human relationships? And - more specifically - this relationship between boss and secretary.

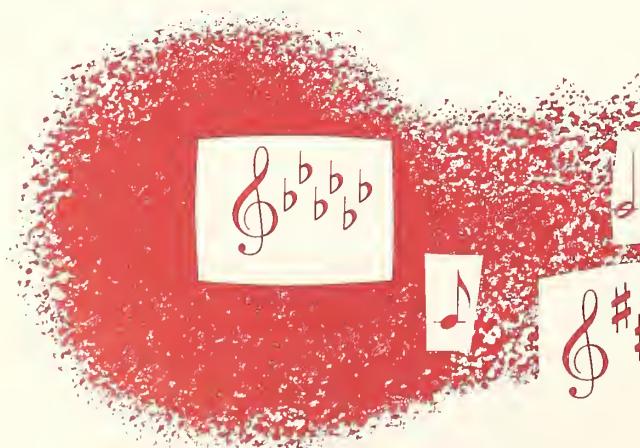
The object of preventive medicine is to check a disease before it can get started.

Our object, here, is to check disruptions in the boss-secretary relationship before they can get started.

With this in mind, we took a "Gallup" poll of secretaries whenever and wherever we could get them "to talk." Secretaries - as a rule - are discreet individuals. They avoid discussing office matters - especially the boss. Walk up to any secretary any time and say, "How do you like your boss?" A typical response would be "Oh, I like him fine - he's okay." Try pumping one of them sometime and see what you come up with. But we persisted. Our Gallup poll was a long, drawn-out process, a slow "eroding" of the sturdy "wall" of secretarial discretion. We wanted to find out from them the sorts of things - in their experience as secretaries - which had caused disruptions between them and the boss. We thought if we could make known to you some of the information we finally elicited from them, you could use it as "preventives."

* * * *

What follows are some of the results of our painstaking efforts. In presenting our results to you, bosses, we ask that you bear in mind "present company" - could be "excepted" in most of the information collected. So don't go getting mad at your secretary. She's not necessarily talking about you, although it could be you. On the whole, most secretaries like and respect their bosses. That's why your secretary is still working for you. The types of things the secretaries mentioned concern, in a large part, some boss she has had. Their continual occurrence were the reasons why she eventually changed bosses.



* * * *

CHORUS

SO - O - O - O

STOP!

LOOK!

and

LISTEN!

For the Secretary
YOU save
May be
YOUR OWN

* * * *





A SECRETARY SPEAKS TO HER BOSS:

One of the most important things to a secretary is recognition by her boss. A "pat on the back" once in a while is a wonderful morale booster. The boss who appreciates his secretary and lets her know it, will find she'll work harder for him and be more loyal.

* * * *

.....The boss sets the example for all his staff. They act as he does. Sometimes I think our public image would be improved if the boss were more punctual and better organized in his work. Some of this could "rub off" on the staff to the benefit of this image.

* * * *

.....I'd appreciate it a lot if my boss would keep me informed of the commitments and appointments he makes....and let me make them for him....He doesn't use me as a secretary - but more as a glorified stenographer.....

* * * *

My boss should find out how much I really can do for him and let me do it. I could compose a lot of the letters he dictates to me....I could also help him in preparing reports and such....It would give me a chance to use my capabilities....and leave him more time for the important demands of his job.....

* * * *

A secretary's dignity is sometimes destroyed by a boss who reprimands her in the presence of others....A good boss knows reprimands should be delivered in privacy. He increases her humiliation by making critical remarks about her to others within her earshot. He should realize he is embarrassing her and the other person as well.

* * * *

....Taking dictation from my boss is an exercise for any secretary's powers of deduction. This secretary has to be a good guesser. My boss slurs his words, chews them up and sometimes swallows them all together. For variety, he drops them in the desk drawer or the "round file," throws them over his shoulder, aims them at the window, or smothers them with a hand-over-mouth routine. To add zest to the challenge, he champs on an old cigar, nurses a cold pipe or mouths a filter tip. As Sherlock Holmes said, "It's elementary, my dear Watson" this boss needs to learn to speak up loud and clear...

* * * *



My boss is required to spend a lot of time out of the office. After being away all day, he dashes back, grabs the list of accumulated phone calls from my hand and sticks them in his pocket. A couple of days go by and I get an irate call from someone on the list, who was never called back. He's mad at me....I make the appropriate apologies and I put the call on a new list....and hope for the best!

* * * *

The boss who doesn't take his secretary into his confidence places her in an embarrassing position. This is especially painful to her when she is approached by other officials in his absence who need to have information they take for granted she is informed of but find she doesn't possess. This leaves some unanswered questions in her mind and - she thinks probably in theirs as well - as to where she stands with the boss.

* * * *

A boss who makes a habit of setting false deadlines for his secretary may "call wolf" once too often. He could find himself out on a limb the one time his deadline is really "on the level."

* * * *

A boss, without meaning to, can cause friction in his own office. By giving "orders" direct - instead of through his secretary - to the "privates" under her "command" he weakens her position. Misunderstandings occur and tensions rise. The boss should recognize the secretary as his "general" and leave running the "army" up to her.

* * * *

A somewhat related problem is contributed by another secretary who says, the boss could boost his secretary's morale if he supported her decisions, whenever he can, involving the staff she supervises.

* * * *

Unfinished business at the close of the day can cause a secretary to suffer a bad conscience when she runs off to catch her carpool. The boss should put his foot down, close his door for the last hour of the day, and give his secretary the same chance to conduct business as he gives others throughout the day.

* * * *

A boss should stop "filing" things in his desk.... and let his secretary put them in the files where they belong....Then he won't have to get peeved because "she can never find anything."

* * * *

I wish my boss would dictate to me instead of writing out his letters and reports in longhand. His writing is impossible to read and besides I'd like the practice.

* * * *



ATION



A boss who criticises his secretary frequently, should have the courtesy to leave her "muzzle" off occasionally and give her a chance to answer back.

* * * *

An eager beaver boss with a penchant for "robbing" the in-coming mail box is a source of constant "headaches" to his secretary. He leaves her "holding the bag" when inquiries come in about it. He further aggravates the headaches when he "hand carries" it elsewhere. This "robber" could cure his secretary's headaches by giving her a chance to see the mail when it comes in. And if he refers "by hand" to so inform her.

* * * *

One of the most unforgivable "sins" a boss can commit is to doubt his secretary's "know-how" on a matter on which she should be, and is, knowledgeable. This "sin" is compounded when he calls in an "expert" in her presence to verify his secretary's work. It is further compounded when on learning she is right he fails to admit it before the "expert" and offers no apology.

* * * *

A secretary could do a lot better job if her boss would learn to be a better dictator. My boss doesn't organize his material or get his thinking cap on before he buzzes for dictation. So it takes twice as long as it should and usually means a lot of re-writes.

* * * *

A boss can daily tempt his secretary to commit mayhem. When she takes a message for him he should assume she has the intelligence to get it correctly. He should not immediately pick up the phone right in front of her face and check back to see if she has it right. This is an insult to her intelligence and humiliates her before the person on the other end of the line.

* * * *

The boss who constantly lays the blame on his secretary for his own short-comings destroys his secretary's respect for him. This boss, in spite of his secretary's daily reminders, will delay taking action on a matter because he is unable to come to a decision. When he gets "called on the carpet" his amazed secretary overhears him say with convincingly realistic annoyance, "I didn't know she was still holding that!"

* * * *

A secretary has to be a "crystal gazer" to "second guess" the boss who changes his mind with the frequency a chameleon changes color. A boss has a right to change his mind but should let his secretary know it. He should not give her instructions for doing a job one way on one occasion and "raise Cain" with her on another for following them....because he's changed his mind overnight....and she failed to consult her crystal ball.

* * * *

A ponderous boss makes his secretary's job unwieldy and cumbersome. He engages her in a relentless, endless search in amassing tons of data from her files - then nonchalantly shrugs his shoulders and says, "I don't really need this - put it back." His dictation and verbal instructions come out long, verbose, and involved. Only a "Philadelphia lawyer" could interpret them. This boss could do with a course in mental gymnastics. It might make him a little less ponderous, a little more wieldy and less cumbersome, and a little more economical with his verbiage.

* * * *

A secretary appreciates a boss with a good disposition. A boss who gets up on the wrong side of the bed and then takes it out on his secretary should have "stood in bed". No secretary wants to be any boss' "whipping boy."

* * * *

My boss is too easy going. Everybody "buck slips" their work on him. I'm always doing some other secretary's work, plus my own.....

* * * *

My boss gives me an hour's rush typing to do in 10 minutes. Then "breathes down my neck" and demands why I can't put on more speed....and quit making so many errors.....

* * * *

A lazy boss - a smooth, slow-talking operator from the word go - keeps his secretary in a state of distraction. He's always behind a deadline. And she's always "covering" for him with little white lies. This boss needs a "shot" of some very potent "detranquilizer" to make him "get on the ball" and quit making a little "white liar" out of his secretary.

* * * *

If your secretary is doing something you don't like, tell her so! She'll appreciate this much more than your sulking and griping elsewhere....Nothing destroys a secretary's confidence in her boss more than to have someone repeat to her uncomplimentary criticisms her boss has made behind his secretary's back.

* * * *

A boss without a SENSE OF HUMOR keeps his secretary on tenderhooks. She has to "handle him with kid gloves," "walk on eggs," and dodge the "cold water" he throws on her ordinary pleasantries. It might be ticklish to try, but someone should "put a flea in his ear."

* * * *

A boss who "dictates" to his secretary something already typed or imprinted form should forget his "rapid-reading course" or hand the stuff over and let her type it!

* * * *

A boss who runs off 5 minutes before a scheduled appointment and doesn't return until half an hour later puts his secretary "on a spot" and does a disservice to the office in the eyes of the visitor. If his sudden departure is unavoidable - due to a call from "top-side" - he should arrange for a substitute to see his "appointment." If it's merely for his "coffee break" he should wait 5 minutes longer and invite his "appointment" to join him!!!

* * * *

A boss does an injustice to his secretary when he listens to "evidence" against her without giving her a "day in court." No boss should be influenced to "fix" a "penalty" on a secretary he keeps in ignorance of the "charges." He should give his secretary a chance to make amends - if she is "guilty" - and "exonerate" her - if "innocent."

* * * *

A secretary could operate more effectively with a few guidelines from her boss on his "modus operandi." Does he want an "open door" policy - friendly, informal but with unobtrusive dignity?.....Or, a closed door, strictly official and impersonal, with a preponderance of dignity?.....His wish is her command.....

* * * *

FINALE

And so on, ad infinitum....with numerous additional minor and not-worth-mentioning items.

Please remember that these secretaries have not said that the things they mentioned necessarily apply to YOU....though they could.....But they are things that did bother them about SOME boss, somewhere, sometime.

* * * *

We'll let you in on a little SECRET.

When all this was said and done....we got the very distinct impression that there were some guilty consciences among us. Our reason for this impression was a general feeling among the girls that something should be added at the end of this "Tips" sheet to soften the blows they'd dealt out to you. So at their behest we're ending this long discourse with what they told us to say.

Here it is:

"We're not perfect either. We've read over our complaints - some of them probably are our own fault - and we're going to do everything we can to improve OUR performance, hoping that will help YOU. We'll try to apply the GOLDEN RULE."

* * * *

Didn't we tell you most secretaries like and respect their bosses!!!

* * * *





Growth Through Agricultural Progress

TIPS

on Personnel Management

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CURRENT SERIAL RECORDS

from the Director of Personnel

Carl B Barnes



U.S. Department of Agriculture · Washington 25, D.C.

May 1962

GUIDE TO EFFECTIVE USE OF HANDICAPPED PERSONS

To Supervisors:
Jim Entwistle, Dept.
Welfare Officer, thinks this
will help all of us do a
better job with
the physically
handicapped
I do too.

No better example of enlightened democracy in action can be found than in an active program through which the disabled persons of our Nation are rehabilitated and given the opportunity through well-chosen employment to be a working part of the society in which they live. Every body profits when an individual who was idle because of a handicap is prepared for a job and given an opportunity to work at his highest

Useful work, as we all know, has great social as well as individual value, but too many times we fail to recognize this well known fact. All too often we are inclined to make life comfortable and easy rather than meaningful and productive. Of course, we provide services to relieve pain, give physical and personal comfort, but the greatest good is achieved when remedial handicaps are reduced to the minimum and all potential capacities utilized to the maximum.

The Department, as an employer, makes its really significant contribution by considering and selecting the handicapped for jobs they are equipped to perform. The slogan "Hire the Handicapped, It's Good Business," has real meaning. Not only good business, it is big business, and I hope in this Department it will become a bigger and better business.

/s/ Orville L. Freeman

Excerpt from the Secretary's Memorandum on "National Employ the Physically Handicapped Week, 1961" of August 29, 1961.



A HANDICAP DOESN'T HAVE TO BE ONE

Secretary Freeman who received severe jaw injuries by sniper fire in World War II presents an incentive award to Mr. Paul B. Folks, a double amputee employed by the Kansas State Agricultural Stabilization and Conservation Office. This Award was made to Mr. Folks for his outstanding assistance in the Administration of the Price Support Programs in Kansas.

I. PURPOSE OF GUIDE

This guide contains information in question and answer form to aid supervisors in carrying out their responsibilities under the Hire the Handicapped Program of the Department.

II. QUESTIONS AND ANSWERS

A. Should the handicapped person be hired as a charitable act when other applicants are better qualified?

NO! The Department wants its offices to hire only the best qualified people whether or not they are handicapped.

B. What questions must one ask of himself and satisfactorily answer before recommending the hiring of a handicapped individual?

1. Is the applicant the best qualified person available to fill the job?
2. Can he efficiently perform the full duties of the job?
3. Will he be a hazard to himself or to others?

Note: These are proper considerations in filling a position whether or not any of the applicants are handicapped. When the answers to the first two questions are YES and the answer to the last is NO, hire the handicapped.

C. Are carefully placed handicapped persons as competent as non-handicapped persons?

YES! Actual surveys of physically handicapped persons performing on the job as compared to able-bodied workers have produced these conclusions:

1. Handicapped workers in general perform as well and frequently better than able-bodied workers in both quality and quantity of work produced.
2. Handicapped workers have a much lower rate of turn-over.
3. Handicapped workers have fewer lost-time accidents.
4. Handicapped workers' absentee records compare favorably with those of non-handicapped workers.

D. Should job duties be tailored to fit the abilities of the handicapped?

"Yes" and "no" is the answer. Generally speaking, jobs need not be tailored or altered. In some instances, a job or job site can be readily modified to provide suitable and safe means for the employment of qualified handicapped workers.

E. What steps can be taken to make the environmental factors better suited to accomodate the physically handicapped?

1. Distance from parking lot to the job should be considered.
2. Check weight and ease of operation of entrance doors. Are they heavy and hard to operate? Remember, a regular doorway may be narrow, a swinging or revolving door may bar free passage of a wheelchair.
3. Check to see if there are steps or stairs which must be climbed in order to reach working site and whether or not handrails are installed.
4. Are there ramps for those using wheelchairs?
5. Elevators should be available with ample opening and space for wheelchairs.



6. Are work area floors of non-skid composition or are they coated with non-skid materials?
7. Check access of wheelchairs to restroom facilities. Is at least one compartment large enough for a wheelchair? Are grab bars provided? Are there clothing hooks on the door or walls of the compartment?
8. Cafeteria or snack bar facilities. Is food or refreshment within reasonable travel distance and accessible or are suitable vending machines placed near working site? (Handicapped workers frequently carry their own lunches.)

F. What modifications can be made of the work site physical environment?



The following examples illustrate some of the adjustments or modifications that may be considered in regard to the placement of handicapped persons.

1. Telephones equipped with amplifiers may be installed for hard of hearing employees. They may be equipped with lights instead of bells to signal incoming calls.
2. Special bins or shelves can be constructed to facilitate use by blind or crippled employees handling small items.
3. Machine transmission or motor controls may be extended for either foot or hand operation.
4. Controls can be brought either to the left or right side from their normal position.
5. Special holding devices can be built into machines, benches, seats or desks.
6. Removable, raised floor coverings can be made from parallel slats of wood to permit drainage of fluids or other waste material and thus provide dry, non-slippery floors.
7. Work site floors can be covered by linoleum, cork, or other resilient materials for employees with weak or otherwise disabled legs or feet.
8. Equipment can be lowered or raised to provide comfortable working heights.

The supervisor should use his imagination and judgment, as many other modifications are possible.

G. Is it possible for a handicapped worker to compensate for lost capacities?

YES! Many physically impaired persons have remarkable compensatory power. By concentrating on intact faculties they develop other capacities. The more intelligent and resolute the person is the better he will be able to do this. Blind people, for instance, normally develop more acute hearing and neuromuscular sensitivity than sighted persons. Those with a loss of hearing generally develop a marked power of concentration. Wheelchair cases often acquire highly developed arm and hand strength, dexterity and sensitivity.

An important consideration in evaluating the physical compensation achieved by an impaired person is the fact that most work seldom requires 100 percent efficiency of any anatomic part or parts. The job may require only 25 percent effectiveness of a given part and the handicapped person, on the other hand, may be able to demonstrate 90 percent effectiveness of the part.

H. Can the supervisor assist in placement of the physically handicapped?

YES! Placement consideration of the physically handicapped differs but slightly from that of selection and assignment of other employees. Occasionally it requires on his part a more detailed knowledge of the individual job and its physical demands as well as a clear knowledge of the capacities of the individual.

There are three steps to job analysis:

1. The complete job must be identified.
2. The duties of the job must be completely and accurately described.
3. The physical and environmental demands of the job upon the worker for successful performance must be determined.

Proper placement means that the impaired worker has been placed in a job where he can compete with others. His productivity should then approximate that of his fellow workers.

I. Do all persons with similar handicaps have equal ability?

No. It is necessary to examine closely the merits of the individual handicapped applicants. Many with similar backgrounds and abilities vary widely as to degrees of adjustment and compensation for their limitations. Consideration should be given to attitude, offsetting special skills, alternate methods, sharpening of pertinent senses, use of corrective equipment or devices.

J. Is it possible to effectively utilize recovered or partially recovered persons who have had emotional problems?

YES. The techniques used in placement and supervision of the physically handicapped have proven to be successful when applied to those who have experienced emotional illness. The limitations are generally emotional rather than physical. Such job factors as the nature of supervision, degree of personal contacts, physical arrangements of office or work site, the flow of work (steady or irregular), etc., must be carefully weighed along with a current medical evaluation of the individual.

K. Is the supervisor responsible for following-up on the newly placed handicapped employee?

YES! The supervisor should make systematic follow-ups of newly placed handicapped persons. Employees who are definitely unsuitable should not be continued in their positions. Job tailoring or reassignment of the worker, or other action as appropriate should be considered. An employee should not be continued in a job when he is unable to do a whole job. Otherwise a burden is imposed upon the impaired worker and an undue one is placed upon his fellow workers. He should, if practicable, be assigned to a job which he can do in full. Separation or disability retirement is in order when it becomes apparent that his condition does not respond to treatment and that extended absence from work will be required.



Absenteeism and accidents should be investigated promptly. A close check should be maintained on all changes in working conditions. A seemingly minor change in job content could adversely affect the performance of a handicapped worker. Systematic follow-ups and discussions with the handicapped employee will improve and strengthen the effective utilization of his skills and abilities and should let the employee know the Agency is interested in his welfare and will, where possible, assist him in every-way.

It is important that the handicapped person work in a natural and friendly environment. He needs to feel he belongs and is appreciated as an individual.

L. Where may the supervisor secure assistance in problems concerning the handicapped?

Problems and related information should be brought promptly to the attention of the servicing personnel office. Each personnel office (field and Washington) has a coordinator who has been designated to assist in this program.

III. POLICY

The regulations of the Department, in general, provide that full consideration will be given to the handicapped in examination, appointment or reassignment. The current definition of handicapped includes mental and emotional as well as strictly physical handicaps.

- A. Physical standards will be fair, reasonable and adapted to the realistic requirements of the jobs. They will include complete, factual information regarding working conditions, hazards and essential physical requirements of each job as ascertained by investigation and examination of the duties as actually performed. Physical standards will not be used to arbitrarily eliminate the physically handicapped from employment consideration.
- B. Opportunity will be provided for a full appraisal of pertinent qualifications of physically handicapped applicants and employees. Pre-employment tests, where administered, will be adapted to the blind, deaf, and others who would have difficulty in taking the usual examination in order that they may demonstrate pertinent knowledge, skill and abilities.
- C. Particular attention will be given to the degree the impaired have compensated for their impairments by the development of special skills or methods, by the sharpening of unimpaired senses or by use of prosthetic devices.
- D. Full opportunity in reemployment or in transfer to more suitable jobs will be, if practicable, given to employees who acquire disability as the result of work injuries, off the job accidents or disease conditions.



IV. REPORTING ACQUISITIONS OF HANDICAPPED PERSONS

The number of handicapped persons employed by each Agency of the Department must be reported monthly to the Office of Personnel on SF-113, Monthly Report of Federal Civilian Employment, copies of which are sent to the Civil Service Commission and to Congressional Committees. Any person who has or has had one or more of the following handicaps is counted:

- A. Amputations, disability, or deformity of:
 - 1. Arm (or arms)
 - 2. Hand (or hands)
 - 3. Fingers (only if the thumb or fore-finger, or if all three of the other fingers are missing or disabled).
 - 4. Leg (or legs)
 - 5. Foot (or feet). Foot disabilities are to be reported when the foot is, as a result of disease or injury, disabled to a point where it presents a

placement problem. Pes Planus (flat feet) and club feet are to be reported as disabling when painful or presenting a placement problem. Toe amputations are to be reported as disabling the foot only when the first toe is amputated.

B. Disability or deformity of:

1. Hip (or hips)
2. Shoulder (or shoulders)
3. Back or spine

C. Blindness in one eye. Cases which even with the best possible correction in the defective eye have vision of 20/200 or less in that eye but which have good vision in the other eye.

D. Total blindness in both eyes. Cases which even with the best possible correction have 20/200 or less in the better eye, or that may have a visual acuity greater than 20/200 in the better eye but which also have a limitation of the field of vision in that eye (or both eyes) such that the widest diameter of the visual field does not subtend an angle greater than 20 degrees.

E. Industrial blindness. Cases having vision of not more than 20/70 in the better eye even with the best possible correction, down through the scale to the point of total blindness (as defined above).

F. Hard of hearing. Cases with hearing in one ear with no appreciable hearing in the other ear; or, hearing in both ears but not more than 12/20 in the better ear without the use of a hearing aid.

G. Deafness. Cases with 0/20 in both ears; including those without normal speech function.

H. Pulmonary tuberculosis (inactive)

I. Organic heart disease (compensated)

J. Diabetes (controlled)

K. Epilepsy (adequately controlled)

L. Persons with histories of emotional or behavior problems requiring special placement effort.

Whenever a newly employed person reports for duty who has one or more of these impairments the supervisor should ascertain that the agency personnel office knows of it or is advised so the agency report will be accurate.

V. SPECIAL EMPLOYMENT SERVICE FOR THE DISABLED

The severely handicapped need special assistance in seeking Federal job opportunities. This type of help is available through the Medical Division in the Central Office of the Civil Service Commission as well as by the Medical Officer of each Civil Service Regional Office, and designated Coordinators for the Placement of the Handicapped in Personnel Offices throughout the Department.

